



DOCUMENTATION LEVEL:
2 | CAPABILITIES
*What are our core
practices*

2nd Edition

PEOPLE AND CULTURE

Book of Roles

TechOps



**Critical
Techworks**

CTW-2024-DOC-00040

JIM Land



Book of Roles Architecture

This document is part of the Book of Roles main body (CTW-2024-DOC-00036) and describes the roles associated with the TechOps department.

For complete details on how the career model works, you should refer to the main body of the Book of Roles that describes the career model framework, including the proficiency level and career evolution principles.

The book of roles is designed as a set of documents that together define the entire Critical TechWorks career model (see Figure 1). The “Main Body” introduces the roles concept, proficiency levels, and career model that apply to all roles. Then, there is a separate document describing the roles associated with each company department: DevOps, TechOps, CorpOps, and ManOps.

This document details the role associated with the TechOps department. For information on how the company is structured and the description of each department and each area, please read the Book of Organisation (CTW-2020-PCS-00046).

Book of Roles Main Body			
General Introduction Proficiency levels, Impact levels Career Model			
Stakeholders ManOps Roles	CorpOps Roles	DevOps Roles	TechOps Roles
Stakeholder Roles	Cyber Security Hero	Rockstar Developer	Cluster Head
Overlord Deity	Compliance Guardian	Data Mastermind	Chief Technical Titan
IT Deity / Critical Deity / Electronics Deity	Quality Guardian	IT Paladin	Head of Interactions
Mysterious Stakeholders	X-Gandalf *	Design Guru	Master of Making Things Happen
Sponsorix	Purpose Alchemist	Scrum Knight	
ManOps Roles	Director of Happiness	Product Visionary	
Chief of Purpose	Marketing Genie	Star Protégé	
Lord of the Ledgers	Design Fairy		
Launch Control Director	Liege of Counters		
	Stronghold Blacksmith		
	Director of First Impressions		
	Master Chef		
	Stronghold Sentinel		
*The X-Gandalf role is a generic organisational role that can assume different areas of influence. The "X" will assume a different name according to specific areas of influence. As an example, the X-Gandalf can assume the following roles: Agile Gandalf, IT Gandalf, Security Gandalf, Business Gandalf and AppMeister Gandalf.			

Figure 1 Book of Roles Architecture



THE TECHOPS DEPARTMENT ROLES ARE DEFINED TO
SUPPORT DEVOPS TEAMS DOING THEIR BEST. THEY
PROVIDE THE UNIT MEMBERS, TEAMS, AND PRODUCTS
WITH CULTURAL, PEOPLE, TECHNICAL, AND PRODUCT
COHERENCE, CONSISTENCY, ENGINEERING, AND
OPERATIONS EXCELLENCE.

THE TECHOPS ROLES ALSO FACILITATE COMMUNITIES
AND CORPORATE CIRCLES, GUARANTEEING THAT WE ARE
A SINGLE, INTEGRATED COMPANY.

·Role· Cluster Head

Direction · Communication · Delivery



The Cluster Head is a leadership role responsible for unifying multiple Units under a cohesive strategy, by driving CTW business and ensuring a successful and timely delivery. It bridges Unit leadership with higher-level strategic oversight, focusing on delivery, operational efficiency and improvement, and cross-Unit collaboration.

The Cluster Head ensures that all Units function cohesively in alignment with broader organizational strategies, guaranteeing the continuous sustainability of the Cluster. It is accountable for aligning BMW's strategic decision -makers with the CTW structure.

The Cluster Head acts as a conductor: identifying risks, formulating strategies, empowering Units to execute tactics, while also guiding efforts to navigate emerging challenges and mitigate risks. They drive continuous excellence in product development and delivery by leading units, teams, and individual contributors toward achieving high standards.

The Cluster Head is in close alignment and collaboration with the Launch Control Director and the Delivery Circle, managing escalation, risk mitigation, delivery, and mission teams at domain and initiative level.

The Cluster Head creates a high-level vision of the purpose, evolving their product portfolio consistency while in close alignment with key BMW stakeholders. It should also shape

the Cluster footprint in the existing business landscape by influencing and driving its Units and their products. They identify new opportunities by having an up-to-date view of the product landscape outside their current portfolio.

Capabilities

- Guidance, organisation and a strong resolve to systematically deliver.
- Active listener, curious, empathic and a skilled dealmaker.
- Strategic and goal-oriented mindset focused on promoting seamless collaboration between all parties.
- Avid learner, adaptable to new fields and a devoted problem solver.
- Systems thinker, able to capture the big picture, its components and their interdependencies.
- Resilient negotiator, effectively balancing short-term objectives with long-term goals.
- Assertive interlocutor who knows when to be flexible and when to diplomatically say "no".
- Trustworthy, influential team player and servant- leader.
- Proficient in establishing governance structures and processes to ensure effective decision-making, accountability, risk management and communication.
- Expert in identifying the key stakeholders across the product organisation and finding the best way to work closely with them.
- Strong management skills, including financials, and allocation of resources (personnel, finances, equipment). Able to identify strategic opportunities in the product landscape and influence a consolidation of the Cluster portfolio.
- Excellent communicator, both verbally and in writing.
- Capable and a data-driven decision-maker.
- Effective in managing change and guiding Units through transformation processes.

Product Impact (up to Apply): My Cluster

A Cluster Head at the Product Impact level acts as the operational backbone of the delivery organization, ensuring seamless collaboration and alignment across Units within their assigned Cluster. They optimise Cluster performance through rigorous metric monitoring, analysis and in collaboration with the Launch Control Director and the Delivery Circle to align activities with broader organisational goals. A key focus is on fostering a collaborative environment by identifying dependencies between internal and external teams, capturing responsibilities and ensuring a seamless flow of work.

The Cluster Head maintains transparency with the Delivery Circle and works closely with the Units within the Cluster to achieve release goals and adherence to agreed roadmaps. They also promote best practices to ensure consistency and quality across Units, acting as a strategic leader who guides them in balancing short-term gains with long-term objectives.

With expertise in agile software development and project management, the Cluster Head effectively combines methodologies to address evolving needs.

They represent the Cluster in broader organizational discussions, advocating for its needs and objectives, while protecting CTW's culture, values and mindset by establishing a working model with BMW that aligns with CTW principles.

- Build and maintain a high-level understanding of the Cluster products, sub-products and goals, and the business value the different goals represent.
- Orchestrate the Units to map the teams within the Cluster, capturing their existing responsibilities and identifying dependencies (both with internal and external teams) to ensure seamless collaboration and alignment.
- Optimise Cluster performance through rigorous metric monitoring and analysis.
- Collaborate with the Launch Control Director and the Delivery Circle to ensure Cluster activities are strategically aligned with the company goals.
- Ensures transparency towards the Delivery Circle.
- Bring to CTW the real perception of BMW stakeholders about the delivery that is made in each product.
- Agree with the Cluster Units on the essential data and monitoring mechanisms to create an accurate and automated view of the delivery status.
- Actively communicate risks and opportunities and contribute to the mitigation actions.
- Promote the implementation of best practices to maintain consistency and quality across Units.
- Collaborate closely with all Units to pursue the release goals and roadmap.
- Support the Units in addressing complex challenges and identifying growth opportunities.
- Act as a strategic advisor, guiding Units to achieve their objectives while balancing short-term gains with long-term strategic objectives.
- Be diplomatic but sharp, without anxiety about interacting with internal and external entities.
- Master agile software development, the fundamentals of project management and be pragmatic in integrating different working models when needed.
- Represent the Cluster in broader organizational discussions, advocating for Cluster needs and objectives.
- Collaborate closely with the units to guarantee the effective allocation of resources to support organizational priorities.
- Protect CTW's culture, values, and mindset by establishing a working model with BMW that follows CTW principles.

Domain Impact (up to Advise): My Cluster's impact on CTW and BMW organizations

A Cluster Head impacts the Domain as a transformative leader within the organization, serving as a reference point for leadership and excellence. They regularly support and inspire others by coaching and sharing best practices. Their influence shapes strategic decisions to enhance operational efficiency across the organisation, aligning with broader business goals.

The Cluster Head makes strategic decisions that significantly impact multiple areas of the business, balancing risk and reward effectively. When needed, they negotiate with due diligence, maintaining business etiquette and composure even in tense situations.

A key responsibility is to bridge perspectives between CTW and BMW stakeholders, ensuring alignment and mutual understanding.

The Cluster Head develops comprehensive plans to address crisis or unexpected challenges, ensuring business continuity and resilience. They foster leadership at all levels by nurturing future leaders and enhancing organizational capability.

They establish and track KPIs to assess performance against strategic objectives, driving continuous improvement. By supporting Hols and Titans in defining a Unit strategy and vision aligned with the Cluster and BMW's overarching strategy, they shape the Cluster Head role and contribute to its continuous improvement.

At the Domain Impact level, a Cluster Head should be able to participate and exercise influence in BMW's decisions, paving the way for increasing autonomy and unit's responsibility and consolidation of the Cluster Product Portfolio.

- Be a reference Cluster Head across the organisation, recurrently supporting and inspiring others by coaching and sharing practices.
- Influence the overall strategy for operational efficiency across the organization, aligning with broader business goals.
- Enables the involvement of Units in BMW decision making at the right level.
- Make strategic judgments that significantly impact multiple areas of the business, balancing risk and reward effectively.
- Develop comprehensive plans to address crisis or unexpected challenges, ensuring business continuity and resilience.
- Promote leadership at all levels, focusing on developing future leaders and enhancing organisational capability.
- Establishes a high-level vision for the Cluster, evolving the product portfolio and footprint by driving unit maturity and product team independence.
- Define and monitor key performance indicators (KPIs) to assess performance against strategic objectives, driving continuous improvement.
- Support Hols and Titans in defining a Unit strategy and vision aligned with the Cluster and BMW's overarching strategy and vision.
- Shape the Cluster Head role, contributing to the continuous improvement of its practices.
- Understands the fundamental business practices related to software supplier management, e.g., tendering, supplier nomination, change notices, supplier monitoring, etc.
- Enable CTW's vision and mission and contribute to the development of the organisation's culture.

Organisation Impact (up to Inspire): My Organisation

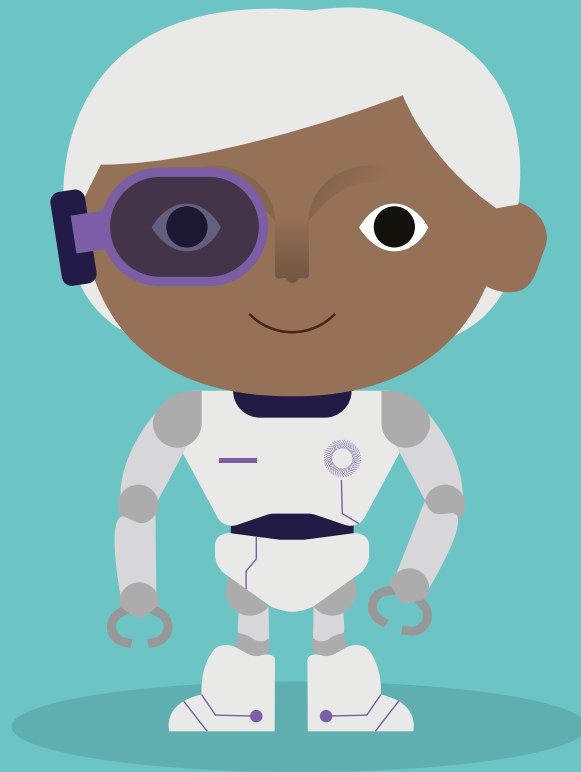
The impact is made by the person independently from the role or position; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many not just because of what they say and do, but also by showing what the future can be. This person inspires by giving example and influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles, and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape the company's DevOps discipline to unprecedented levels.
- Is a role model of company values, principles, and mindset and inspires others.
- Is resilient when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into the corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Is inclusive and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentives all around to think and behave with intelligence, honour, and respect for one another, no matter religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focused on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

·Role·

Chief Technical Titan

Joy · Purpose · Direction



The Chief Technical Titan (CTT) is a visionary who is able to anticipate and influence new technologies and their impact, driving change in organisations and creating strategies to meet them successfully. They deliver value to the business by aligning the technology to suit needs and drive business transformation and innovation. They are ultimately responsible for ensuring teams are doing their work right. They focus on hiring technical talent and mentoring individuals and teams towards technology and best practices.

The Chief Technical Titan is able to work side by side with the teams to help them resolve complex technical issues and teach them to implement fundamental software engineering practices and CTW delivery principles to achieve engineering excellence. They ensure that team members are challenged and encouraged to step out of their comfort zones. The Titan is responsible for individual and team productivity.

Capabilities

- Good communication and negotiating skills.
- Ability to work effectively in a team environment.
- Experience in Software Engineering and Cloud technologies.
- Hands-on experience with DevOps methodologies.
- Strong coaching skills in agile software and on the platform development methodologies and values.
- Creative and innovative technologist.
- Flexible and able to adapt to constant transformations.
- Skilled servant leader.
- Identify individual or team productivity issues and act to improve the situation.
- Able to work on multiple fronts, from current business needs to keeping up with changing technology.
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Relentless promoter of technical excellence.
- Flexible and willing to accept a change in priorities as necessary.
- Ability to make complex things simpler.
- Become a T-shaped by experimenting, learning and using new concepts and tools.
- Honest, trustful, and capable of generating empathy with all employees.

Product Impact (up to Apply): Product Delivery and Operations

Before anything else, Titan must take care of the technical competence of each team, ensure product quality, and, if needed, go into the team, hands-on, as a team member to sort out crises or significant blockers. On the team's technical competence, the Titan shall ensure a balance of skills and proficiency for both existing and new teams being set up. They shall provide technical coaching to boost competence and, thus, the team's overall proficiency. The Titan shall disseminate the principles, values, and best practices of the JIMOS Book of Delivery and Operations to all Unit members. Together with the HOI, Titans shall also live and disseminate the values and principles of CTW's culture. Be a mentor and provide clear guidance, as stated in JIMOS, on the responsibilities of every role within the scrum team (RKD, UX, PV, SCK, etc.). The Titan shall promote a spirit of collaboration, mutual support and knowledge sharing with the Unit leadership team (Hol and Master), between the different roles, across teams in the Unit, with other Units and the broader organisation. Create a close and collaborative link to other areas in the company, namely Trends & Futuring, Interactions and Guardians. This impact level provides the basics of the role; everything else we do is meaningless without it.

- Staff the product teams and prepare them for the kick-off.
- Provide hands-on support to teams delivering their goals while promoting their responsibility and authority to deal with their own matters.
- Enable teams to implement continuous improvements, data transparency, efficiency and maturity (promote analysis using team dashboards and retrospectives).
- Enable the team to achieve the Delivery and Operations principles and mindset.
- Be an enabler of the operations process and support the escalation on duty.
- Anticipate team delivery problems and potential milestones underachievement.
- Enable individuals' and teams' technical growth and development towards engineering excellence.
- Disseminate and protect the CTW working model.
- Foster sustainable team relationships with Stakeholders.
- Understand business context of the Unit products.
- Communicate problems (or potential problems) as soon as possible.
- Prioritise team's needs over everything else.
- Make themselves available and accessible.
- Act as enabler, facilitator and coach.
- Promote an end-to-end responsibility mindset.

Domain Impact (up to Advise): My Unit Delivery and Operations and the Engineering Excellence contribution to the Organisation

A Titan impacts the Domain when a strategic (Unit vision) and mature view of the Unit exists. The product delivery and operations quality are consistent across the Unit. The Unit operates integrated and solid. The Unit has a mechanism to monitor the quality at all levels (delivery and operations) and can anticipate problems. The Unit quality status is visible not only within the Unit but also within the Cluster and the organisation. The Unit contributes to engineering excellence across the organisation by promoting best practices and improving existing processes.

A Domain impact happens when the Unit products jointly operate according to the CTW working model and principles and deliver what is expected and beyond. On a more strategic front, the organisation has visibility of the Unit's and Cluster's delivery and operations goals and the plan to achieve them. The Unit members know their engineering responsibilities towards the organisation and leverage their knowledge and skills to support them. The product mindset and DevOps capabilities are consistent. The products operate consistently and are stable, guided by an analytical approach (agile metrics, operations, productivity). The Titan supports the organisation by supporting other Units and other Titans and by continuously improving engineering excellence.

- Leverage technical capabilities within and between Units.
- Develop BizDevOps team maturity, efficiency and productivity based on solid software engineering foundations.
- Define and disseminate Unit strategy & vision.
- Evaluate new product opportunities with stakeholders and discuss them within the Unit and Organisation.
- Develop business context and knowledge beyond the individual products.
- Contribute to technical innovation and technical excellence in alignment with other Titans.
- Contribute to peers' community working alignment, enabling a profound sense of belonging.
- Be an enabler of other Titans, helping their Units grow their people.
- Be recognised by peers and members of other Units.
- Align with Quality Guardians and be the driver of quality organisational aspects.
- Help other areas and/or Units when needed or requested.
- Be oriented to results, concise and assertive on problems.
- Manage expectations and communicate clearly based on data and sound arguments.
- Develop trust and promote win-win negotiations.
- Develop Critical TechWorks's image of professionalism and excellence.
- Promote and disseminate solutions, not problems.
- Influence the JIMOS and actively participate in its evolution.
- Enable CTW's vision and mission.
- Protect the organisation's culture, values and mindset.
- Shape the Chief Technical Titan role.

Organisation Impact (up to Inspire): My Organisation

The impact is made by the person independently of the role or position they hold; at this level, one is operating beyond the role. The impact happens not because the person is executing the role but because the person goes beyond the basics of the role and contributes to a perpetual and better future for the organisation through strategic thinking and influencing. A person at this level is respected and admired by many, not just because of what they say and do but also by providing a picture of what the future can look like. This person inspires by giving the example, influencing by showing, arguing, explaining, teaching, designing, and helping to solve complex problems for the company. This person defends and steers the company culture, principles and deep-rooted mindset that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Most people see this person as a role model, being influenced and inspired to become better and do better. BMW colleagues recognise and respect the person as a leader and are keen to listen to their suggestions.

- Shape Delivery and Operations discipline to unprecedented levels.
- Acts as a role model of company values, principles, and mindset and inspires others.
- Shows resilience when facing complex challenges and different adverse contexts.
- Brings own personal views and arguments into corporate discussions but is always loyal to the decisions jointly made.
- Fosters a sense of belonging, happiness, and enjoyment among people.
- Advocates for organisational culture and humanist practices.
- Acts inclusively and tries to make the incompatible, compatible.
- Creates unique people experiences.
- Incentivizes all around to think and behaves with intelligence, honour and respect for all independently of religion, gender, sexual orientation, culture, or beliefs.
- Influences industry and external communities by promoting CTW's culture, mindset, and modus operandi.
- Demonstrates strategic thinking and action. Maintains their cool under pressure. Is always open to hearing others out and adding those insights into their own ideas and work.
- Fosters company sustainability at all levels.
- Is focuses on helping others to achieve their potential.
- Influences BMW to facilitate CTW operations.
- Inspires CTW and BMW to constantly search for better ways of doing things.
- Inspires all around to do significantly better.
- Contributes to make CTW an expert reference in the industry.

Proficiency Impact Levels

To provide more context for the role definition and to make the impact levels more tangible and actionable, the Titan community decided on a list of processes, areas, tasks, and behaviours presented below that are the minimum

expected in each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, not the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Team Setup	Individual level: Select the team members (roles, skills and seniority), balancing the product needs and the organisation constraints. Prepare the team for the kick-off, guaranteeing they know the Delivery and Operations principles. Prepare the team for the operations model and mindset (e.g. monitoring, dashboarding). Professionally manage ramp-downs, taking into consideration the team and product needs. Unit level: Participate in the recruitment process and identify the right people in the Unit to support team growth. Continuously review the team set-up and align the seniority to the company standard. Team setup needs and opportunities should be discussed within the Cluster to leverage the broader Cluster ecosystem.
Working Model	Team level: Support the team in implementing the working model and put into practice the basic elements of agile (estimation, planning, refinement, sprint goal, etc.). Focus the team on providing visibility, achieving delivery goals, and preparing the system for operations. Support the team in aligning the collaboration model with BMW. Discuss with the team how to increase the engagement level (as needed). Unit level: Promote discussions about best practices. Be available to provide training sessions related to the working model and its components (e.g. estimation, planning, refinement, sprint goal, etc.). Promote delivery visibility intra and cross-teams.
Know Your Products	Individual level: Discuss with the team the context of the product they are developing, the technological landscape, the impact on the business, the interfaces and effects on other systems, and the value for the user. Support the team in developing the right technological architecture for the product and be hands-on when needed. Stimulate the team to be curious to know what is beyond their product and create their product structure. Unit level: Promote the dissemination of the products within the Unit. Create a map with the Unit product structure, with alignment to the broader Cluster vision, as promoted by the Cluster Head.
Engineering Excellence Principles	Team level: Enable the team to implement the engineering principles presented in the Delivery and Operations Book, including the level 2 processes (testing, quality assurance, operations, etc.). Periodically, review with the team how things are being done and challenge a step further. Teach the team how to track Engineering Excellence Principles. Unit level: Promote development, tracking, and visibility of Engineering Excellence Principles at the Unit level, as well as leverage existing knowledge to accelerate other teams' know-how. Define a Unit strategy to address Engineering Excellence Principles gaps.

Proficiency Impact Levels

Product Impact Detail

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Operations	Team level: Guarantee that the Titan has the operation trainings required (internal and BMW). Set up the team operations. Guarantee the team training related to operations. Check if the operations technical setup is correct (monitoring, dashboarding, etc.). Unit level: Anticipate the operations needs of the Unit and prepare the teams. Develop a DevOps mindset in the Unit.
Training Needs	Team level: Identify the training needs for a specific team in a particular product context and define a plan to address the gaps. Anticipate future needs according to the product roadmap. Unit level: Integrate individual team training plans into a unified approach, identifying the needs of the teams and bringing them to the relevant Circles (e.g., Titan Circle, Cluster Circle) for discussion and to create synergies and improve efficiency.
Know Processes and Tools	Team level: Guarantee that team members know what the applicable processes and tools are and disseminate them when the team is not aware. Guarantee that the team doesn't create or apply new or different processes and tools without a strong justification. Unit level: Know what the CTW and BMW processes and tools are and contribute to their adaptability and improvement. Bring teams' specific needs to influence these processes and tools.
Team Proximity and Availability	Team level: Be present in the team on a regular basis. Know the status without asking. Be known and create a collaborative relationship with the team, not being a strange and distant body for them. Unit level: Create proximity between teams within the Cluster, leveraging best practices from each team.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person to be considered at this impact level.

Unit Mission, Vision, Goals and Strategy	Unit level: Define the Unit vision, in alignment with the Cluster, and disseminate it throughout the Unit. Have a clear view of the Unit growth limits and proactively propose options for onboarding new Titans to anticipate a future split. The vision influences the products and not vice versa. Organisational level: Active participation in the Cluster, where the Unit's vision contributes to and aligns with the Cluster vision, ensuring mutual support and guidance.
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Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Domain Cohesion	Unit level: Enable cross-team and domain cohesion on the working model and engineering excellence. Establish interfaces with Teams working in the same or adjacent products or domains. Organisational level: Promote domain cohesion and collaboration with other Units, particularly within the Cluster, with support from the Cluster Maestro, who drives alignment between related products.
Business and Technical Domains	Unit level: Be fluent in the business and technical domains of the Unit. Be aware of adjacent products and domains, with support from the Cluster Maestro, who focuses on coordinating cross-unit release plans. Organisational level: Understand what BMW's plans are for the next 3-5 years, what changes in the product structure will occur, and what are the impacts at CTW. Bring this knowledge inside CTW.
Cluster Participation	Unit level: Enable sharing and competence development within the Cluster. Actively contribute to the Cluster's product strategy and vision, ensuring the Unit remains aligned with it. Organisational level: Understand what the other Clusters are doing. Promote synergies between clusters.
Portfolio Definition	Unit level: Drive the Unit's portfolio rather than reacting to FTE requests. Align and take steps towards the Unit vision. Organisational level: Contribute to the cluster portfolio discussion and alignment.
Unit Maturity	Unit level: Track and continuously improve the Unit maturity and make it visible to the entire organisation (productivity, health, quality, monitoring and problem anticipation/tracking). Organisational level: Support other Units to improve their maturity by promoting best practices, supporting other Titans, and making available people needed by other Units.
Collaboration	Unit level: Establish collaborative relationships within the leadership team and with key stakeholders. Promote fruitful collaborations between teams of the Unit. Organisational level: Establish relationships and fruitful collaborations with the other members of the cluster. Be available to support other teams if Cluster delivery priorities require it.
CTW Working Model	Unit level: Be a champion of the CTW working model in all forums. Organisational level: Contribute to evolving CTW working model to align with the company's growth in responsibility and complexity. Understand BMW's needs and adapt CTW processes and working model without jeopardising CTW values and principles.

Proficiency Impact Levels

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Be a Reference

Be known as a reference, a role model across the organisation (and BMW) beyond the peers, and a leader in the focus area. People from other areas in the organisation recognise your excellence and consider you a go-to person with resources to support people in various areas (great toolbox). Have the company's complete trust, show resilience and accountability, and be a reference inside and outside the organisation. Act as a change agent that brings solutions instead of problems. Be an (undesigned) mentor: advise, train, guide and provide direction to those who show potential through their actions, culture, professionalism and trustworthiness. Influence the personal and professional growth of future leaders.

Be an Open-minded Leader

Have a broad organisational view and have the recognition from peers to act as their representative, making decisions that consider the interests of all peers. Be a strategic thinker: listen, understand and integrate different perspectives, even under pressure. Be transparent and use communication and arguments to influence and inspire others inside and externally to the company. Lead and drive the organisational change management initiatives with a valuable impact on CTW and BMW. Have a broad view of the organisation and different Units or clusters in the business and technical landscape.

Be able to navigate volatility, uncertainty, complexity, and ambiguity. Generate and systematise new knowledge and make it available to those needing it to support decisions (e.g. moving to an independent level).

Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia. Foster organisational impact on others, e.g. by helping to develop other leaders.

Be a Culture Disseminator

Be inspirational, approachable, known for the right reasons and have a good reputation. Be someone that fosters people growth and leverages their potential. Someone who "walks the talk" consistently and coherently, who is accountable, resilient, and empathetic. Be a reference and active voice in applying CTW values, principles and practices, both in and outside the role. Be proactive in collaborating with other areas and influencing what they do and how they do things, helping them improve and impacting the company values, culture, and mindset. Be a role model and a mentor.

Drive (meaning also shaping and propagating) CTW values and culture inside CTW, BMW and outside the organisation (suppliers, partners, community, etc.). Understand each organisation's dynamics and the people around them, and do it properly, with empathy, respecting individuality, and not judging or imposing. Contribute to removing potential organisational silos. Contribute to developing and establishing the CTW's social impact towards society. Be a promotor of Diversity, Equity and Inclusion practices.

Organisational Impact Detail

The following descriptions detail a minimum for a person to be considered at this impact level. The organisational impact is the same for all roles and needs to be analysed with that in mind.

Influence Organisational Change

Be a driver of organisational sustainability, evolution and change inside CTW and BMW (business, technological, social and organisational) with a continuous improvement mindset. Maintain a comprehensive and adaptable understanding of the organisation, knowing all dimensions of the future strategy (including what to do and not to do), and have peer recognition to serve as their advocate, ensuring decisions account for diverse interests. Promote the integration of different domains and take the best from the market to potentiate those domains.

Be able to contribute and support the strategy actively. Contribute to the CTW vision and be a role model supporting its implementation. Contribute to make CTW resilient and create growth-oriented solutions. Shape BMW in the relevant areas of action and take all opportunities to influence BMW to make the right decisions.

Be an Industry Influencer

Be an active reference in influencing BMW, the industry (mobility sector, embedded systems, etc.), academia and external communities in a way that brings value, improves CTW visibility and creates opportunities to improve internally. Be one step ahead of the industry (trends and standards) and carry that knowledge inside. Contribute to industry changes (practices, methods, processes, technology). Be able to represent the organisation in several forums autonomously.

Curiosity and Courage

Contribute to innovation at different levels, not focusing on what already known but searching and open to exploring new paths and embracing change with a risk-conscious approach. Able to navigate uncertainty and not afraid to change when things are not on the right path. Decide even when not everyone is in favour.

Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower. Use innovation to drive the growth of the company strategy in one or several aspects - like business, technological or people growth – while supporting CTW vision.

Head of Interactions

People · United · Servant



As a servant leader, the Head of Interactions (HOI) coaches and supports the different teams part of the Unit, including the fierce warriors that comprise them. They ensure that its firepower is properly aimed and hits all the targets in a productive way, avoiding cross-fire between the different teams and guaranteeing all our energy is aimed at addressing productive challenges. The Head of Interactions anticipates challenges and is the main point of contact between our teams, the rest of the company, and the outside world. They also ensure that the best agile practices are in place so we're always advancing.

The Hol leadership behaviours are crucial for the company's success. They align, develop, and challenge individuals and teams to do their best using the organisation's tools, methods, and policies. They ensure that team members are challenged and encouraged to step out of their comfort zones. The Hol is responsible for individual and team productivity.

Capabilities

- Strong communication and negotiating skills.
- Ability to work effectively in a team environment.
- Able to generate empathy within others.
- Knowledge of servant leadership, facilitation, conflict resolution, and continuous improvement mindset.
- Able to guarantee the proper functioning of interactions between team members, between different teams, and between all teams and BMW.
- Strong coaching skills in agile software development methodologies and values.
- Flexible and able to adapt to constant transformations
- Education, knowledge, and experience in Agile principles and the Scrum framework.
- Ability to make complex things simpler.
- Honest, trustful, and capable of generating empathy with all employees.

Product Impact (up to Apply):

People and Culture

Before anything else, the Hol must take care of people, the team and the company culture by making our values and principles real. Welcoming, onboarding and coaching people, caring and taking a hands-on approach to support people and teams and their self-development and engagement with the product, Unit and organisation. The Book of Culture and corresponding organisational policies, processes and procedures are in the scope of the Product Impact, including a close and collaborative link to the other areas of the organisation (Purpose, Interactions and Finance). A collaborative, complementary, healthy environment with the leadership team is also relevant.

- Create empathy and an environment of psychological safety and freedom of speech.
- Act as an enabler, facilitator, and coach to develop
- people's autonomy and responsibility.
- Develop team engagement within the Unit.
- Anticipate problems or tensions and stimulate people to deal with them.
- Guide people to fulfil the company policies.
- Identify individual or team productivity issues and act to improve the situation.
- Ask for support as soon as possible.
- Take care of the environment and culture that allows people to take care of themselves.
- Guide the Unit's mastery process, enabling
- people's growth and development.
- Conduct compensation analysis within the Unit.
- Disseminate and protect the agile values and principles.
- Together with the Master and Titan, promote team interactions that enable individual and team autonomy, self-organisation, and growth.
- Disseminate JIMOS within the Unit.
- Disseminate and develop the organisation's culture, values, and mindset.

Domain Impact (up to Advise): My Unit and the Unit contribution to the Organisation

A strategic and mature view of the Unit is expected. The Unit isn't just a collection of products, together, they create a cohesive sense of purpose to the Unit. There is a vision of where the Unit should be in the future (from Initial to Optimised) and an understanding of what needs to be done to shape the Unit to get there. The organisation knows why the Unit exists, what it impacts and where. The Unit knows the business context of BMW and what needs to be done and steers itself to continue to strive. The Unit members know their contribution is beyond the feature or product they are developing. The agile mindset, budgeting and planning capabilities are consistent. The products are operating with consistency and stability, guided by an analytical approach (agile metrics, operations, productivity). The Hol supports other Units and Hols and continuously improves the organisational processes.

- Proactively develop engagement relationships with BMW sponsors.
- Develop Critical TechWorks image of professionalism and excellence.
- Develop trust and promote win-win negotiations.
- Manage expectations and communicate clearly based on data and sound arguments.
- Provide support by enabling and guiding teams without taking away their responsibility and authority to deal with their own matters.
- Implement continuous improvement, efficiency, productivity, and team maturity.
- Be oriented to results, concise and assertive on problems.
- Define and disseminate Unit strategy & vision.
- Promote interactions and sharing between Units within the organisation.
- Be an enabler of other Hols, helping their Units growing their own people.
- Be recognised by peers and members of other Units.
- Contribute to peers' community working alignment, enabling a more profound sense of belonging.
- Influence the JIMOS and actively participate in its definition.
- Enable CTW's vision and mission.
- Promote and disseminate solutions, not problems.
- Develop business context and knowledge.
- Shape the Head of Interactions role.

Organisation Impact (up to Inspire):

My Organisation

The impact is made by the person independently from the role or position, at this level one is operating beyond the role. This impact happens not because the person is executing the role but because the person goes beyond the specifics of the role and contributes to make the organisation's future great and perpetual. This person is respected, followed by many and solves complex problems for the company. The person is able to defend and steer the company culture, principles and mindset so deep-rooted that it supports changes in the management structure (e.g. if Shareholders define a new BoD). Generally, other people see this person as a role model, being influenced and inspired to be better and do more. BMW colleagues recognise and respect the person a CTW leader and follow their suggestions. The person creates empathy and an environment of psychological safety and freedom of speech.

- Shape unit operations to unprecedented levels.
- Be resilient to face significant challenges and different adverse contexts.
- Bring your own view on the corporate discussions and be loyal to the decisions made.
- Develop people's belonging, joy and pleasure.
- Promote Diversity, Equity, and Inclusion.
- Create unique people experiences.
- Be a role model of company values, principles, and mindset and inspire others.
- Inspire Critical TechWorks to do significantly better.
- Foster company sustainability at all levels.
- Contribute to the company's long-term vision.
- Influence BMW's working mode to facilitate CTW operations.
- Inspire BMW to continuously search for better ways of doing things.
- Promote CTW culture and mindset across the industry and external communities.

Proficiency Impact Levels

In the Head of Interactions role context, the JIM Circle understanding of the different impact levels is shown below. Note that this is an understanding focused on the basics, it doesn't intend to cover all the specific aspects and activities in each phase of the growth and development path. To make the impact levels more tangible and actionable, the Hol communi-

ty and JIM Circle decided on a list of processes, areas, tasks, and behaviours that are the minimum expected in each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to next level (it's the minimum, the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Onboarding new Members	Individual level: Include every new member in unit onboarding, team onboarding, and role. Follow up on the effectiveness of the onboarding after some time. Unit level: Develop an onboarding path in the Unit. Guarantee that the teams have an adequate onboarding process.
Mastery	Individual level: Provide feedback regularly outside the formal mastery moments. Act to avoid having people without doing the mastery process for more than 18 months. Unit level: Explain the mastery process to unit members, including the need and the added value for the individual and the organisation.
People Development	Individual level: Provide mentoring and support to personal development and learning plans. Guarantee a recovery plan for people that contributes below expectations, with close monitoring and constant feedback. Challenge their people to keep evolving and developing others (new role, product, team, initiatives, etc.). Unit level: Disseminate the book of roles and expectations to the impact and proficiency levels. Disseminate learning opportunities within the Unit, including mobility programs (change role, project, etc.).
Compensation	Individual level: Collect enough information to take an informed decision about the compensation of a specific individual. Be able to explain the rationale and challenge the person to continue developing. Unit level: Explain the compensation process: steps, how information is collected and how decisions are made. Perform Unit calibration to guarantee sustainable fairness.
Feedback	Individual level: Collect continuous feedback from the individual to the Unit and organisation. Provide constant feedback, especially outside the compensation communications. Unit level: Create a safe place and feedback culture in the Unit. Coach Unit members on how to give and receive feedback. Share the company values.

Product Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Internal Mobility

Individual level: Challenge people for a context change in cases a person has been doing the same for more than 2-3 years. Make diligence responses to instances where people request a change, being clear about the possibilities and having a plan if that applies.

Unit level: Disseminate mobility programs (change role, project, BMW experience, Get in Motion, etc.).

Unit Health

Unit level: Monitor and provide feedback to peakon comments. Analyse the engagement drivers and create (with support from corporate areas) long-term solutions combining corporate with initiatives. Establish an effective collaboration model with Titan and Master. Monitor retention and act to improve it. Provide reliable information about the unit budget and guarantee that the master has implemented basic project controlling practices.

Individual Impact Level

Individual level: Challenge people who show capacity, skills and excel in their areas (new product, new team, new role, other initiatives).

Unit level: Review the impact levels at least once per semester and for every new member during the initial 3 months.

Promote CTW Culture

Individual level: Explain and discuss the values (e.g., living the values workshop).

Unit level: Develop a sense of community. Disseminate the company's relevant policies, including Work In Motion. Develop cross-channels and communication between teams in the Unit.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Unit Mission, Vision, Goals and Strategy	Unit level: Define the unit vision and disseminate it throughout the Unit. Have a clear view of the unit growth limits and proactively propose options for onboarding new Hols and Titans to anticipate a future split. Organisational level: Active participation in the Cluster, where the Unit's vision contributes to and aligns with the Cluster vision, ensuring mutual support and guidance.
A clear vision of the Unit Maturity and Growth Plan	Unit level: Review the Unit maturity regularly and define actions to improve where needed. Use the maturity matrix as a basis. Organisational level: Provide transparency about the Unit development roadmap and ask for support before issues become problems. Contribute to improving the unit maturity matrix and best practices.
Autonomous Teams	Unit level: Develop autonomous and self-driven teams concerning delivery, operations, travels, learning, and mastery in a way that requires no or little support from the Unit. Continuously stimulate the team's effectiveness and resilience, developing teams' maturity from Steering to Fully. Organisational level: Share good practices.
Cluster Collaboration, support, and Knowledge	Organisational level: Understands the purpose by actively contributing with insights that add value to the cluster meeting. Promote collaboration between Units. Work to make the cluster a strategic forum contributing to the company's global strategy.
Hol Community	Unit level: With the support of Interactions, onboard new Hols for a Unit split. Be responsible for the successful integration of new Hols. Organisational level: Support onboarding of new Hols outside the Unit. Participate actively to enhance the impact of the Hol community by defining (or improving) new cross-organisation processes.
Cost Management	Unit level: Maintain budget and cost awareness within the Unit, providing accurate information to the MMTH, allowing them to act and correct deviations. Budget deviation for mature Units have a target value of 1%. Organisational level: Provide aggregate and timely information, via the MMTH, for company budgeting and forecast processes.

Domain Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Contribute to Organisational Needs	Unit level: Identify and support the training for new facilitators. Promote the organisation processes and principles within the Unit. Act to have certified facilitators within the Unit. Organisational level: Be active in global initiatives contributing to a concrete result (even if the result is to kill the initiative).
BMW Collaboration and Engagement	Unit level: Establish good relations and integration with BMW colleagues based on transparency, assertiveness, and a professional relationship. Organisational level: Disseminate relevant BMW information with the organisation.
Working Model Alignment with all parties	Unit level: Work with Titan to align the working model between our teams, BMW, and suppliers, following our delivery and operation principles.
Synergies with relevant units	Organisational level: Share and align with the Units within the cluster inside and outside the cluster meetings. Whenever relevant, share with Units from other clusters.
Circle Contribution	Organisational level: Actively participate in the relevant company Circles (Interactions, Cluster), drive continuous improvement, and provide valuable contributions.
CTW Onboarding	Organisational level: Perform the CTW onboarding to guarantee a fair distribution between all Hols.
Active Engagement with the CTW	Organisational level: Identify issues and bring solutions (proposals) to implement improvements (don't come with improvement opportunities or draft ideas without a solution or a proposal for it). Make yourself available to be active in the implementation of approved solutions.

Organisational Impact Detail

The following descriptions detail what is considered as minimum for a person be considered at this impact level.

Innovation	Organisation level: Bring breakthrough innovations to the organisation, not adjustment to existing processes or methods but a new way of thinking and acting. Challenge the company to create new trends to disrupt the status quo and not be a follower.
Be a leader and a Reference	Organisation level: Be known and a reference, a role model, across the organisation, not just the peers, and a leader the focus area. People from other different areas in the organisation consider a go-to person.
Organizational Shaper	Organisation level: Be proactive in collaborating with other areas and influence what they do and how they do things, helping them improve with impact on the company values, culture and mind-set.
CTW Promoter	Organisation level: Be active in influencing BMW, industry (mobility sector, embedded systems, etc.) and academia in a way that brings value and has a positive impact on CTW.
Connect the Dots	Organisation level: Demonstrate a significant understanding and knowledge of the organisation, identify and promote synergies across the organisation and beyond with BMW, industry and academia.
Drives Organisational Changes	Organisation level: Contribute to the CTW vision and be a role model supporting its implementation.

Master of Making Things Happen

Execute · Support · Enhance



The Master of Making Things Happen (MMTH) works closely with other roles to support different levels of operations. They know how to make things happen smoothly, quickly, and pragmatically, and they also know what to do when things go wrong. The MMTH is a go-to person for team support. They execute the necessary key support tasks and process information to enhance decision-making. They are the front-line role that magically removes impediments of all kinds.

There are different types of MMTH: some are focused on supporting the Clusters and Units in running their areas and product teams, and others are focused on supporting the organisation at various levels, such as Finance, Marketing, Hearts, and Talent areas.

Capabilities

- Good organisational skills.
- Strong analytical capabilities and great attention to detail.
- Attention to numbers and accuracy of control information, with a solid understanding of budget definition, forecasting, and financial control.
- Expertise using office tools, such as Excel and Word, for financial analysis and reporting.
- Trustworthy - able to generate trustful relationships with the teams.
- Growth and community mindset - focused on self- learning and helping others to grow.
- Good communication and writing skills.

Product Impact (up to Apply): My Area of Influence

Before anything else, the MMTH should take care of the financial and operational aspects of the Unit or organisational area they are supporting, which will benefit the team's / area's productive efforts.

All operations run smoothly, and the Area delivers what is expected. Financial health is always a priority, contributing to the overall organisation's sustainability. They develop close collaboration with other areas of the organisation (CorpOps, TechOps, DevOps) to better support their areas of influence. A collaborative, complementary, and healthy environment with the Masters community is also relevant. The company values and principles should be followed and promoted in all cases.

- Organise all administrative aspects of the unit/area: travels, workshops, events, etc.
- Manage all financial aspects related to the unit/area, always in sync with the Hol and the Ledgers team.
- Interacted with the Ledgers team and the relevant BMW stakeholders to provide all required financial information, including support in writing business proposals.
- Plan and forecast team composition, effort, and project-related expenditures throughout the execution period.
- Support the Purpose team in organising training sessions involving unit members.
- Support DevOps teams on administrative non-product-related tasks.
- Continuously keep Pulsar updated (People, Unit and Projects).
- Provide a consolidated view of the unit in financial terms (pulsar dashboards).
- Anticipate problems or tensions and discuss with the Hol how to handle them.
- Have an active role in collecting training needs supporting Hol and Titan.
- Support the Unit in the mastery process operationalisation.
- Actively contribute to unit cohesion and people satisfaction in close coordination with Hol and Titan.
- Support organisational practices within the unit, such as internal and external audits.
- Be active in disseminating the organisation's culture.

Domain Impact (up to Advise): The Contribution of My Area of Influence to the Organisation

A Master of Making Things Happen impacts the Domain when their Area of influence is a driver for the organisation (not only delivering what is required within the unit or organisational support area). The MMTH monitors the quality of the area operations at all levels and can anticipate problems while providing visibility to the relevant stakeholders in the organisation. The unit/area operates in an integrated and solid manner with other units/areas within the organisation, contributing to the organisation by promoting and sharing best practices and improving existing processes. The MMTH supports the organisation by supporting other MMTHs whenever needed. Should be followed and promoted in all cases.

- Collaborate with other Masters to provide an integrated and consistent view of the organisation.
- Establish and disseminate MMTH best practices with other units (e.g. actively participating in the MMTH CoP).
- Contribute with concrete ideas to improve and optimise the master practices and activities following the autonomy and responsivity mindset.
- Contribute to developing the organisational culture.
- Support CTW vision and mission.
- Get recognition from peers and members of other units.
- Shape the Master of Making Things Happen role.
- Create an environment that fosters continuous improvement, efficiency, and maturity in the organisation.

Proficiency Impact Levels

In the Master of Making Things Happen role context, the JIM Circle understanding of the different impact levels is shown below. Note that this is an understanding focus on the basics; it intends to cover only some of the specific aspects and activities in each phase of the growth and development path. To make the impact levels more tangible and actionable, the Masters

community and Interactions decided on a list of processes, areas, tasks, and behaviours that are the minimum expected in each impact level. These lists shouldn't be interpreted as a checklist because fulfilling all the topics in the list doesn't mean the person advances to the next level (it's the minimum, the maximum or enough).

Product Impact Detail

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

- Administrative and financial support of the Unit.
- Maintain a good relationship with the leadership team, providing assertive feedback whenever needed.
- Point of contact between Units and Finance, and for BMW stakeholders regarding budget-related matters and financial inquiries.
- Participating with Hol and Titan in weekly syncs with stakeholders/FMs.
- Forecast preparation and budgetary definition and control of the Unit, including completing and uploading annual budget sheets
- Invoicing / End of the month process operationalisation (including checking timesheets, operations registry, and unprocessed costs at the end of the month).
- Creation of PRQs (purchasing materials, travels, etc.).
- Opening of projects and Units in Pulsar.
- Contribute to maintaining the budget under control with timely allocation/deallocation of team members.
- Help colleagues book trips.
- Assist colleagues in solving problems, be available for any questions, and redirect to the correct support area when needed.
- Collaborate on the creation and support in the operationalisation of activities related to the unit (teambuilding, merchandise, training, workshops, SharePoint), always keeping in mind that Financial topics have higher priority.
- Onboarding new colleagues to the Unit.
- Be available for proximity with people from the Unit (informal moments, conversations, team buildings).

Proficiency Impact Levels

Product Impact Detail

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Communications and updates for the Unit.

Contributing to Unit Activities (Unit Broadcasts, All Hands, Workshops)

Collaboration with other areas (e.g., with Marketing in defining the SharePoint strategy, review of travel and insurance policy with Hearts and travel agency)

Domain Impact Detail

The following descriptions detail what is considered a minimum for a person to be considered at this impact level.

Dissemination of information and best practices between Masters and units.

Alignment with Purpose areas to support organisational improvements.

CTW Masters Onboarding.

Creation and updating of documents transversal to Masters Support other Masters in their daily tasks.

Support the integration of new Masters.

Contribute to the Master’s community spirit, creating moments of closeness.

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Version	Date	Description	Reviewer
...	September 2018	Boof of Roles, edition 1 Deprecated CTW-2019- DOC-00018, version 6.2.	Several contributors.
1.0	March 2024	Book of Role, edition 2TechOps Roles, without avatars.	Several contributors.
1.1	July 2024	Typos revision and avatars update.	Several contributors.
1.2	April 2025	Roles update.	Several contributors.

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